

CITY OF HOBART

Annual Plan 2017–18

JUNE 2017



City of **HOBART**



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INTRODUCTION

In late 2015 the Hobart City Council endorsed a new ten-year Capital City Strategic Plan 2015–25, as required by an amendment to the Local Government Act 1993. Accordingly, future annual plans and annual reports will be based on the ten-year strategic plan.

The strategic plan sets out the priority areas of activity which will be the focus for the next ten years to achieve the future directions within the Hobart 2025 community vision.

It is important to note that the Council has also endorsed the development of a four-year delivery plan which will sit between the annual planning cycle and the ten-year strategic plan. The four-year plan aims to achieve continuity of the annual plans, within the ten-year strategic plan.

The 2017–18 Annual Plan sets out the major actions and initiatives for the 2017–18 financial year.

VISION FOR THE CITY OF HOBART

In 2025 Hobart will be a city that:

- offers opportunities for all ages and a city for life
- is recognised for its natural beauty and quality of environment
- is well governed at a regional and community level
- achieves good quality development and urban management
- is highly accessible through efficient transport options
- builds strong and healthy communities through diversity, participation and empathy
- is dynamic, vibrant and culturally expressive.

OUR MISSION IS TO ENSURE GOOD GOVERNANCE OF OUR CAPITAL CITY

We're about people

We value people—our community, customers and colleagues

We're professional

We take pride in our work

We're enterprising

We look for ways to create value

We're responsive

We're accessible and focused on service

We're inclusive

We respect diversity in people and ideas

We're making a difference

We recognise that everything we do shapes Hobart's future.



FUTURE DIRECTION STATEMENTS

FD1—OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers. A city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

FD2—IS RECOGNISED FOR ITS NATURAL BEAUTY AND QUALITY OF ENVIRONMENT

In 2025 Hobart will be a city that respects the natural beauty of Mount Wellington, the River Derwent, the bushland surrounds and waterfront locations. It has worked to enhance the community connection through the protection of views, vistas, access and linkages and the physical environment has been conserved in a manner that will ensure a healthy and attractive city.

FD3—IS WELL GOVERNED AT A REGIONAL AND COMMUNITY LEVEL

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. It will create partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals.

FD4—ACHIEVES GOOD QUALITY DEVELOPMENT AND URBAN MANAGEMENT

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continues to enjoy the benefits of scale and proximity.



FD5—IS HIGHLY ACCESSIBLE THROUGH EFFICIENT TRANSPORT OPTIONS

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network.

An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycleways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take up of sustainable transport options, the reduction of through traffic and the management of an efficient road.

FD6—BUILDS STRONG AND HEALTHY COMMUNITIES THROUGH DIVERSITY, PARTICIPATION AND EMPATHY

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community, a friendly and compassionate society will underpin a safe and healthy city.

FD7—IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city.

Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

GOALS

To achieve the Hobart 2025 community vision, the Capital City Strategic Plan 2015–25 focuses on the goals of:

- **Goal 1** Economic development, vibrancy and culture
- **Goal 2** Urban management
- **Goal 3** Environment and natural resources
- **Goal 4** Strong, safe and healthy communities
- **Goal 5** Governance.

PLANNING AND REPORTING FRAMEWORK

The key elements within the Capital City Strategic Plan 2015–25 continue to be drawn from the Hobart 2025 community vision. The vision and its seven future direction statements detail the overall outcomes that the strategic plan is seeking to achieve.

The strategic plan takes the next step and identifies the issues, ten-year priorities, strategic objectives and strategies over the 2015–25 period that will achieve the Hobart 2025 vision.

A four-year delivery plan will detail the higher priority actions from the strategic plan.

The relationship between the ten-year strategic plan and the plans for each of the City of Hobart's six divisions is represented by the diagram on the following page.

Priorities identified in the ten-year strategic plan will be put into action through the annual divisional and unit plans and the City of Hobart annual plan (strategies, major actions and initiatives and budget).

The effectiveness of these actions is monitored through progress reports to the Council.

2017–18 ANNUAL PLAN

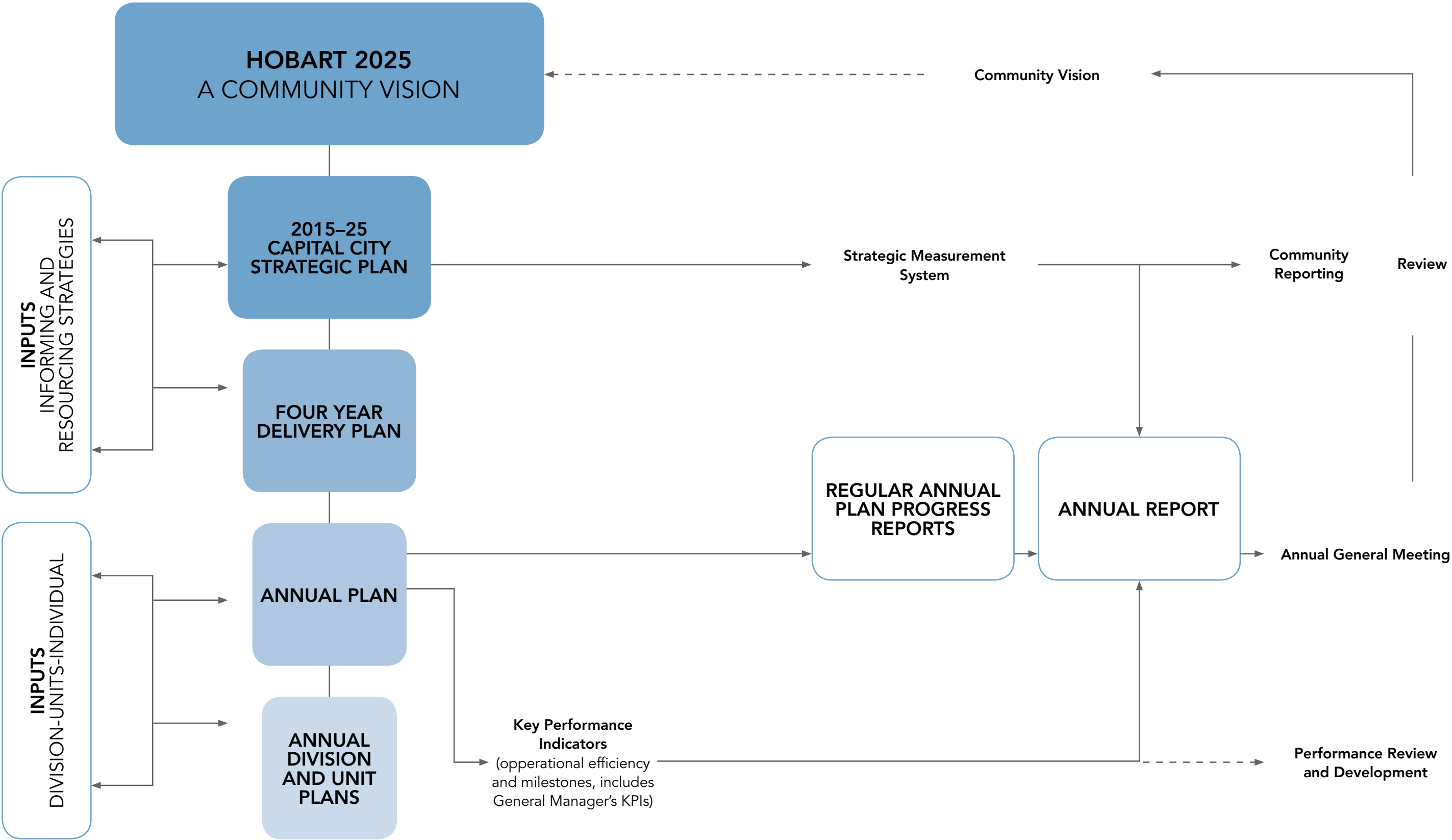
The annual plan contains the major actions and initiatives and budget estimates for each year. These actions are referenced to the relevant strategic objectives within the ten-year Capital City Strategic Plan 2015–25.

Development of the 2017–18 Annual Plan followed the completion of divisional and unit plans, which identified the operational priorities and major actions and initiatives and annual budget estimates for each function area.

Copies of Hobart 2025—A Strategic Framework and the Capital City Strategic Plan 2015–25 are available on the City of Hobart website at hobartcity.com.au



PLANNING AND REPORTING FRAMEWORK





GOAL 1 ECONOMIC DEVELOPMENT, VIBRANCY AND CULTURE

City growth, vibrancy and culture comes when everyone participates in city life

FD1—OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers. A city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

FD7—IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

STRATEGIC OBJECTIVES

- 1.1 Partnerships with government, the education sector and business create city growth.
- 1.2 Strong national and international relationships.
- 1.3 Vibrant city centre and suburban precincts.
- 1.4 An enriched visitor experience.
- 1.5 Cultural and creative activities build community wellbeing and economic viability.

KEY FUNCTION AREAS

- Cultural Development
- Tasmanian Travel and Information Centre
- Community Development Policy and Management
- City Marketing
- Events
- Economic Development
- The Taste of Tasmania
- Salamanca Market
- Design Services
- Traffic Engineering
- Cleansing and Solid Waste

2017–18 MAJOR ACTIONS AND INITIATIVES

Strategy Reference	Major Actions and Initiatives
1.1.1	Deliver a business grants program.
1.3.1 1.3.5	Continue to deliver a range of operational improvements at Salamanca Market, including the development of a business plan, communications plan, an entertainment program and a waste management strategy.
1.1.2	Continue to deliver against the Memorandum of Understanding 2015–18 between the University of Tasmania and the City of Hobart.
1.1.2	Actively support the University of Tasmania's business case for the science, technology, engineering and mathematics (STEM) development, through our capacity as a community leader.
1.1.5	Develop a revised economic development strategy and commence implementation.
1.2.3	Continue to deliver against the International Relations Action Plan 2016.
1.2.4	Host a 20th anniversary reception for the sister-city relationship between Hobart and L'Aquila in the Hobart Town Hall.
1.2.4	Consider the potential of relationships with Freiberg (Germany), Portland (Oregon/USA) and Katowice (Poland).
1.3.1	Deliver the annual opening of the Antarctic Season reception for a maximum of 150 attendees, plus 10 Institute for Marine and Antarctic Studies students.
1.3.1	Implement a vehicle identification system at the Salamanca Market.
1.3.1	Deliver the 2017–18 The Taste of Tasmania, subject to Council approval.
1.3.1	Deliver a range of events including the Commonwealth Games Queen's Baton Relay, the Christmas Pageant and annual floral shows.
1.3.1	Provide support of events, festivals and activities that activate Hobart through the Community Development Grants Program.

Strategy Reference	Major Actions and Initiatives
1.3.1	Continue to work in partnership with key event organisers to deliver major events and festivals.
1.3.1 1.3.2 1.3.5	Deliver the Super Sidewalk Saturday event in the city centre.
1.3.2	Refurbish the existing Elizabeth Mall Information Booth to provide for visitor information and booking services in the city centre delivered by the Tasmanian Travel and Information Centre. The booth accommodates an increase in demand for visitor services and supports the major retail and hospitality precincts.
1.3.2	Implement the City Centre Marketing Strategy.
1.3.2	Assist the tourism industry and local economy through support of the cruise ship industry in Hobart and Tasmania and through relationships with key stakeholders (Tasports, Destination Southern Tasmania and Tourism Tasmania).
1.3.2	Undertake master planning for the Battery Point slipyards site.
1.3.2	Finalise and implement actions arising from the Civic Square master plan.
1.3.3	Progress the Local Retail Precincts Plan: <ul style="list-style-type: none"> – develop detailed designs for the Lenah Valley retail precinct – deliver the Lenah Valley retail precinct upgrade – undertake community engagement and develop concept plans for the New Town retail precinct.
1.3.3	Complete the Sandy Bay shopping centre upgrade.
1.3.4 1.3.5	Finalise and implement an innovative whole-of-Council activation framework.

Strategy Reference	Major Actions and Initiatives
1.4.1	Implementation of initiatives to ensure streets are cleaned and public toilets are maintained to a high standard.
1.4.1	Deliver accessibility upgrades at the Hobart Town Hall.
1.4.1	Install external facade lighting at the Hobart Town Hall.
1.4.1 1.4.2	Improve the southern gateway visitor experience at Hobart Airport and the MAC 2 cruise terminal.
1.4.2 1.4.3	Develop a business plan for the Tasmanian Travel and Information Centre.
1.5.1	Implement the Creative Hobart Strategy.
1.5.1	Host a curated series of Creative Hobart forums that engage the community and cultural sector.
1.5.1	Implement actions from the City of Hobart Art Prize review.
1.5.3	Investigate and implement a broad range of public art projects, in particular complete the installation of the Franklin Square public art project.
1.5.3	Complete the installation of the digital urban screen at the Elizabeth Street forecourt of the University of Tasmania's Hobart Apartments.
1.5.3	Develop a public art master plan for Bencopis Lane.





GOAL 2 URBAN MANAGEMENT

City Planning promotes our city’s uniqueness, is people focused and provides connectedness and accessibility

FD4—ACHIEVES GOOD QUALITY DEVELOPMENT AND URBAN MANAGEMENT

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continues to enjoy the benefits of scale and proximity.

FD5—IS HIGHLY ACCESSIBLE THROUGH EFFICIENT TRANSPORT SYSTEMS

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network. An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycleways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take up of sustainable transport options, the reduction of through traffic and the management of a safe and efficient road network.

STRATEGIC OBJECTIVES

- 2.1 A fully accessible and connected city environment.
- 2.2 A people-focused city with well-designed and managed urban and recreation spaces.
- 2.3 City and regional planning ensures quality design, meets community needs, and maintains residential amenity.
- 2.4 Unique heritage assets are protected and celebrated.

KEY FUNCTION AREAS

- Traffic Engineering
- Design Services
- Parking Operations
- Road and Environmental Engineering
- Asset Services
- Civil Works
- Planning Policy
- Project Delivery
- Parks and Recreation
- Cleansing and Solid Waste
- Open Space Group
- City Design
- Heritage and Conservation
- Community Development Policy and Management

2017–18 MAJOR ACTIONS AND INITIATIVES

Strategy Reference	Major Actions and Initiatives
2.1.1	Develop a transport strategy: <ul style="list-style-type: none"> – undertake community engagement to identify transport issues – develop a draft strategy in response to the issues identified – undertake community engagement before adopting the transport strategy – implement the strategy actions (once adopted).
2.1.4	Review and create a new parking strategy that encompasses the introduction of the integrated parking system and the central control system for car parks, with links to the transport strategy as appropriate.
2.1.4	Install the integrated parking system.
2.1.5	Work with the developer of the proposed Hyatt Centric hotel to ensure that public transport services can continue to operate during major construction in the Elizabeth Street bus mall.
2.1.6	Plan, design and construct the shared path on Castray Esplanade from the Institute for Marine and Antarctic Studies to the Commonwealth Scientific and Industrial Research Organisation.
2.1.6	Prepare concept design for improved bicycle connections along Collins Street.
2.2.5	Seek endorsement from the Council for a preferred design for the second stage of the Collins Court revitalisation project, following appropriate stakeholder consultation. Oversee the construction of the approved plan.
2.2.1	Undertake consultation and progress design on the City to Gardens Way project, as part of the Queens Domain Master Plan 2013–33.
2.2.2	Construction of the Soldiers Memorial Oval Community Hub, as part of the Queens Domain Master Plan 2013–33.

Strategy Reference	Major Actions and Initiatives
2.2.2	Refurbishment of the Tasmanian Cricket Association (TCA) Ground surface.
2.2.2	Develop a New Town sporting precinct master plan.
2.2.2	Complete first stage design and commence reconstruction of Carlton Street, New Town.
2.2.2	Develop a business plan for the City Hall site and undertake stage two of the building works.
2.2.2	Continue implementation of the Public Toilet Strategy 2015–25.
2.2.5	Oversee the commencement and completion of the Brooker Avenue shared bridge.
2.2.5	Oversee the commencement and completion of the Tasman Highway shared bridge.
2.2.5	Lead on the awareness and understanding of smart cities programs, initiatives, developments and related opportunities for Hobart.
2.2.6	Continue implementation of the Graffiti Management Plan.
2.2.6	Work collaboratively with businesses and the community to implement a range of graffiti prevention measures, including the development of urban art walls.
2.3.2	Prepare a road network plan to provide guidance and direction in the future development of the road and access network.
2.3.2	Progress implementation of a street tree strategy.
2.3.3	As part of the Salamanca Place Precinct project, develop concept plans for the second stage of the Salamanca pedestrian works.
2.3.4	Continue the translation of the Hobart Interim Planning Scheme 2015 and the Sullivans Cove Planning Scheme 1997 into the proposed Tasmanian Planning Scheme.
2.3.4	Complete a review of the Heritage Precincts for translation into the proposed Tasmanian Planning Scheme.



GOAL 3 ENVIRONMENT AND NATURAL RESOURCES

*An ecologically sustainable city
maintains its unique character
and values our natural
resources*

**FD2—IS RECOGNISED FOR ITS NATURAL
BEAUTY AND QUALITY OF ENVIRONMENT**

In 2025 Hobart will be a city that respects the natural beauty of Mount Wellington, the Derwent River, the bushland surrounds and foreshore locations. The community connection to the environment has been enhanced through the protection of views, vistas, access and linkages. The physical environment has been conserved in a manner that will ensure a healthy and attractive city.

STRATEGIC OBJECTIVES

- 3.1 Increased resilience to climate change.
- 3.2 Strong environmental stewardship.
- 3.3 A highly valued natural and cultural open space network.
- 3.4 Leadership in environmental performance with the efficient use of natural resources.

KEY FUNCTION AREAS

- Road and Environmental Engineering
- Open Space Group
- Planning Policy and Heritage
- Cleansing and Solid Waste
- Asset Services
- Environmental Planning

2017–18 MAJOR ACTIONS AND INITIATIVES

Strategy Reference	Major Actions and Initiatives
3.1.1	Undertake consultation for a review of the Hobart climate change strategy.
3.1.3	Develop and implement a Hobart coastal hazards strategy.
3.2.1	Implement a multi-year works program to improve the City's asset protection zones (fire breaks) network, consistent with the new Tasmania Fire Service Fuel Break Guidelines.
3.2.1	Undertake year two of the City's fire trail renewal program.
3.2.2	Complete a stormwater plan for the urban portions of the New Town Rivulet catchment.
3.2.2	Complete a stormwater plan for the Maypole Rivulet catchment.
3.2.2	Undertake another stage of vegetation removal and rehabilitation of the banks of the New Town Rivulet.
3.2.3	Complete the investigation for flood mitigation works associated with the lower reaches of the Maypole Rivulet and New Town Rivulet catchments.
3.2.4	Complete and implement the audit schedule for the regulation of Level 1 activities, as defined under the <i>Environmental Management and Pollution Control Act 1994</i> , that may cause environmental harm and in respect of which a planning permit is required.
3.2.4	Examine the effectiveness of a phase out and subsequent ban on non-compostable single-use food packaging and consider the findings of the plastic pollution impact statement for the feasible implementation of recommendations.
3.2.4	Implement the revised Environment Management and Pollution Control (Smoke) Regulations due to be issued in 2017, specifically the regulation of smoke emissions from residential premises.

3.2.5	Continue implementation of the Waste Management Strategy 2015–30.
Strategy Reference	Major Actions and Initiatives
3.2.6	Progress implementation of the Environmental Management Plan for the McRobies Gully landfill.
3.2.7	Prepare a biodiversity policy that outlines the City's role and practices in biodiversity management and identifies conservation priorities and gaps in biodiversity data.
3.3.1	Continue support of the Bushcare program to assist in maintaining and improving the bushland network.
3.3.2	Progress implementation of the Fern Tree Visitor Node Master Plan.
3.3.2	Implement stage two of the Rejuvenating the Great Short Walk project.
3.4.4	Prepare an energy savings action plan for 2018–20.
3.4.4	Complete the Hobart Town Hall energy efficiency retrofit.
3.4.4	Investigate the feasibility of installing an additional 140 kilowatts of solar power on the City's buildings.



GOAL 4 STRONG, SAFE AND HEALTHY COMMUNITIES

*Our communities are resilient,
safe and enjoy healthy lifestyles*

**FD6—BUILDS STRONG AND HEALTHY
COMMUNITIES THROUGH DIVERSITY,
PARTICIPATION AND EMPATHY**

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community a friendly and compassionate society will underpin a safe and healthy city.

STRATEGIC OBJECTIVES

- 4.1 Community connectedness and participation realises the cultural and social potential of the community.
- 4.2 City facilities, infrastructure and open spaces support healthy lifestyles.
- 4.3 Build community resilience, public health and safety.
- 4.4 Community diversity is encouraged and celebrated.

KEY FUNCTION AREAS

- Doone Kennedy Hobart Aquatic Centre
- Positive Ageing
- Equal Access
- Coordination
- Youth Programs
- Environmental Health
- Cultural Programs
- Parks and Recreation
- Community Development Policy and Management
- Design Services

2017–18 MAJOR ACTIONS AND INITIATIVES

Strategy Reference	Major Actions and Initiatives
4.1.1	Implement the Social Inclusion Strategy
4.1.2	2017–18 Action Plan in conjunction with the Community Sector Reference Group, including the delivery of a project to support 'social prescribing' to address isolation for older people and investigate the potential for Hobart to become an age-friendly city.
4.4.1	Implement the 2017–18 action plans for the Equal Access, Positive Ageing, Youth, Multicultural and Children and the Families strategies.
4.1.1	Deliver the Still Gardening program in accordance with the Department of Social Services funding agreement.
4.1.2	Partner with Glenorchy City Council, Clarence City Council and Tascare Society for Children to deliver the Access All Areas event to celebrate the International Day of People with Disability.
4.1.3	Continue to develop the City's relationship with the Hobart Hurricanes.
4.1.4	Support the North Melbourne Football Club community engagement program.
4.1.4	Deliver and support community events including Children and Families Week, National Youth Week, Harmony Day and Adult Learners week.
4.1.7	Deliver the Community Development Grants Program and explore opportunities to work more closely with recipients.
4.2.4	Strengthen and develop the Positive Ageing volunteer program.
4.1.5	Implement the Doone Kennedy Hobart Aquatic Centre refurbishment in accordance with the approved master plan.
4.1.6	Review and develop a new playground strategy.
4.2.1	
4.2.2	

Strategy Reference	Major Actions and Initiatives
4.2.4	Investigate and implement Creative Hobart residency opportunities using City-owned space as short-term studios.
4.3.2	Support the Red Cross emergency management plan for vulnerable members of the community when responding to emergency and recovery planning, in particular for aged home care.
4.3.5	Incorporate 'safety in design' for all City infrastructure projects.
4.3.5	Undertake a promotional program to raise community awareness of existing smoke-free areas declared under the <i>Public Health Act 1997</i> .
4.3.5	Support the determination of a consistent statewide approach to the disposal of sharps from non-commercial sources.
4.3.5	Implement the new Meningococcal W immunisation program for older teenagers in response to an increased number of notifications in Tasmania.
4.3.5	Implement the revised Guidelines for the Control of Legionella to be issued in 2017 under the <i>Public Health Act 1997</i> , specifically the regulation of warm-water systems.
4.3.5	Implement the revised Recreational Water Quality Guidelines to be issued in 2017 under the <i>Public Health Act 1997</i> , specifically beach and swimming/spa pool monitoring.
4.3.6	Review and update the Corporate Climate Adaptation Plan 2013–16.
4.3.8	Deliver a secure taxi rank as part of the Street Teams project in partnership with the Salvation Army and Tasmania Police.
4.3.8	Develop and implement a community safety strategy.



GOAL 5 GOVERNANCE

*Leadership provides for
informed decision making for
our capital city*

**FD3—IS WELL GOVERNED AT A REGIONAL
AND COMMUNITY LEVEL**

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals will be created.

STRATEGIC OBJECTIVES

- 5.1 The organisation is relevant to the community, and provides good governance and transparent decision making.
- 5.2 Opportunities are embraced and risks are recognised and managed.
- 5.3 Quality services are delivered in the most safe, cost effective and efficient way.
- 5.4 An engaged civic culture where people feel part of decision-making.
- 5.5 Capital City leadership is provided.

KEY FUNCTION AREAS

- Financial Management
- Asset Services
- Rates and Commercial Services
- Central Procurement
- Cleansing and Solid Waste—Policy, Compliance and Customer Liaison
- General Manager's office
- Strategic Planning and Performance
- City Marketing
- Development Appraisal
- Human Resources
- Planning Policy and Heritage
- Information and Communication Technology Services
- Information Management
- Media and Community Relations
- City Government
- Legal and Governance
- Design Services
- Community and Cultural Programs

2017–18 MAJOR ACTIONS AND INITIATIVES

Strategy Reference	Major Actions and Initiatives
5.1.2	Progress the implementation of new integrated business systems throughout the organisation.
5.1.2	Review the structure and resourcing of the Information and Communication Technology Services unit to support the new business systems environment.
5.1.2	Build capability to manage integration of business systems to enable more efficient interoperation with other in-house systems and external systems, including cloud and external agencies.
5.1.2	Complete the plan for the decommissioning of replaced business systems.
5.1.3	Undertake a review of proprietary software used and disseminate information to Aldermen.
5.1.4	Scope the planning and delivery of a new strategic measurement system to track annual and longitudinal performance.
5.1.7	Update the City's financial model, and prepare a long-term financial management plan for 2019–39.
5.1.8	Revise the Municipal Rating and Valuation Strategy in accordance with legislative amendments.
5.1.9	Implement actions from the City of Hobart Procurement Strategy 2017–19.
5.1.9	Develop and deliver training and awareness covering all aspects of procurement policy.
5.1.9	Develop and implement a contract management tool kit and training program for employees.
5.2.7	Lead discussions about what the federal government's 'city deal' proposal should deliver for Hobart. Communicate this to state and federal governments.
5.3.1	Review security management processes, skills and resourcing in the Information and Communication Technology Services unit.

Strategy Reference	Major Actions and Initiatives
5.3.1	Develop framework for mobile device management.
5.3.1	Continue implementation of electronic record keeping and information distribution, specifically replacement of hard copy functions files.
5.3.1	Ongoing digitisation of historical records.
5.3.2	Develop and implement a training program for project management skills across all six divisions.
5.3.3	Assess the impact of Transforming Hobart service-driven projects on the long-term financial management plan for asset-related expenditure.
5.3.4	Implement major actions identified in the Asset Management Strategy.
5.3.5	Implement the outcomes of the review of the Human Resources unit.
5.3.5	Deliver mental health training to supervisors and employees as an adjunct to organisational and systems change management.
5.3.5	Develop a revised employee Code of Conduct.
5.3.6	Continue the implementation of the Leadership Development Program following the 2015 employee culture survey.
5.3.7	Continue preparatory work for the expansion of online services, following implementation of the new enterprise business systems.
5.4.1	Implement actions from a revised community engagement framework.
5.4.3	Develop a methodology for effective community engagement for children aged under 12 years.
5.4.3	Co-create with the community a new city vision for Hobart.
5.4.4	Update the communications policy and develop relevant guidelines.
5.4.4	Deliver a social media business policy for the use of social media for the whole organisation.
5.4.4	Develop and distribute a new residents' kit.

Strategy Reference	Major Actions and Initiatives
5.4.4	Introduce a welcome pack for refugee arrivals to Hobart.
5.5.1	Actively participate with state government, other councils, regional and local partners to progress capital city growth.
5.5.3	Actively participate in the Council of Capital City Lord Mayors activities and support projects that will benefit Hobart.





SUMMARY OF BUDGET ESTIMATES

Pursuant to the *Local Government Act 1993*, the Council is required to prepare estimates of its revenue and expenditure for each financial year. These are required to be adopted by 31 August each year.

A summary by budget function is provided at Appendix 1.

OPERATING RESULT FORECAST

	2016-17 FORECAST (\$'000)	2017-18 BUDGET (\$'000)	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)
EXPENSES						
Labour	(54,960)	(56,949)	(58,774)	(60,658)	(62,608)	(64,622)
Materials and services	(28,592)	(30,519)	(30,830)	(31,223)	(32,046)	(32,237)
Depreciation	(18,684)	(19,241)	(19,825)	(20,437)	(20,998)	(21,678)
Fire Levy	(9,715)	(10,250)	(10,866)	(11,518)	(12,209)	(12,941)
Energy costs	(2,378)	(2,559)	(2,623)	(2,689)	(2,756)	(2,825)
Bad Debts	(370)	(350)	(369)	(380)	(391)	(403)
Finance Costs	(888)	(708)	(1,574)	(2,873)	(3,626)	(4,339)
Asset write-offs	(2,500)	(2,487)	(2,398)	(2,433)	(2,285)	(2,313)
Other	(5,521)	(4,629)	(4,438)	(4,527)	(4,619)	(3,837)
	(123,608)	(127,692)	(131,697)	(136,738)	(141,538)	(145,195)
REVENUES						
Rates and Charges	77,908	81,478	84,110	87,842	91,828	95,674
Parking Fines	7,330	7,719	7,951	8,189	8,435	8,688
Operating Grants	3,969	3,109	3,171	3,234	3,299	3,365
Distributions from TasWater	3,258	3,258	2,172	2,172	2,172	2,172
Rents	3,101	3,246	3,344	3,444	3,547	3,654
Interest	886	760	643	728	756	879
Fire Levy collection fee	388	410	434	460	488	518
Fees and Charges - car parks	8,800	9,002	9,272	9,551	9,837	10,132
Fees and Charges - on street parking	5,356	5,715	5,886	6,063	6,245	6,432
Fees and Charges - other	14,082	14,323	14,755	15,198	15,653	16,123
	125,078	129,020	131,738	136,881	142,260	147,637
Underlying Surplus / (Deficit)	1,470	1,328	41	143	722	2,442
CAPITAL ITEMS						
Capital Grants	4,619	2,664	514	600	600	600
Financial assistance grants in advance	1,318	(1,318)	-	-	-	-
Asset sales	171	767	(387)	27	(55)	(18)
Surplus / (Deficit)	7,578	3,441	168	770	1,267	3,024



CASH FLOW FORECAST

	2016-17 FORECAST (\$'000)	2017-18 BUDGET (\$'000)	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)
OPERATING ACTIVITIES						
Payments						
Employee Costs	(51,057)	(54,753)	(56,455)	(58,212)	(60,028)	(61,904)
Fire Levy	(9,715)	(10,250)	(10,866)	(11,518)	(12,209)	(12,941)
Interest	(726)	(651)	(1,531)	(2,841)	(3,597)	(4,314)
Other	(40,378)	(39,464)	(39,396)	(39,467)	(40,471)	(39,971)
	(101,876)	(105,118)	(108,248)	(112,038)	(116,305)	(119,130)
Receipts						
Rates and Charges	77,798	81,333	84,004	87,692	91,667	95,519
Grants	5,253	1,790	3,169	3,232	3,297	3,362
Fees and Charges	35,880	37,120	37,900	39,043	40,227	41,449
Rents	3,107	3,241	3,340	3,440	3,543	3,650
Interest	886	760	644	729	757	880
	122,924	124,244	129,057	134,136	139,491	144,860
Net Cash Flows from Operating Activities	21,048	19,126	20,809	22,098	23,186	25,730
INVESTING ACTIVITIES						
Payments						
New Assets / Upgrades						
- Tasman Highway Shared Bridge	(500)	(6,700)	-	-	-	-
- Core Business Systems	(2,029)	(1,290)	-	-	-	-
- Infrastructure	(3,754)	(2,987)	(12,612)	(8,333)	(10,957)	(7,208)
- Property	(330)	-	-	-	-	-
- Plant and Equipment	(650)	(558)	(660)	(851)	(658)	(674)
Asset Renewal						
- Deferred from prior years	-	(9,695)	-	-	-	-
- Infrastructure	(24,243)	(24,974)	(30,111)	(25,098)	(26,117)	(21,812)
- Plant and Equipment	(2,325)	(4,435)	(4,740)	(6,404)	(5,078)	(5,205)
	(33,831)	(50,639)	(48,123)	(40,686)	(42,810)	(34,899)
Receipts						
Grants	4,619	2,664	514	600	600	600
Distributions from TasWater	3,258	3,258	2,172	2,172	2,172	2,172
Plant and equipment sales	959	873	526	972	880	902
Property sales	200	800	-	-	-	-
	9,036	7,595	3,212	3,744	3,652	3,674
Net Cash Flows from Investing Activities	(24,795)	(43,044)	(44,911)	(36,942)	(39,158)	(31,225)

	2016-17 FORECAST (\$'000)	2017-18 BUDGET (\$'000)	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)
FINANCING ACTIVITIES						
Payments						
Debt Repayment	(1,406)	(1,482)	(2,503)	(4,043)	(4,945)	(5,876)
Receipts						
Proceeds from Borrowings	-	20,000	30,000	20,000	20,000	10,000
Net Cash Flows from Financing Activities	(1,406)	18,518	27,497	15,957	15,055	4,124
Net Cash Surplus / (Deficit)	(5,153)	(5,400)	3,395	1,113	(917)	(1,371)
Opening Cash On Hand	36,305	31,152	25,752	29,147	30,260	29,343
Closing Cash On Hand	31,152	25,752	29,147	30,260	29,343	27,972

	2016-17 (\$'000)	2017-18 (\$'000)	2018-19 (\$'000)	2019-20 (\$'000)	2020-21 (\$'000)	2021-22 (\$'000)
CLOSING CASH BALANCE EAR-MARKED FOR (a): -						
Contributions in Lieu of Public Open Space	495	495	495	495	495	495
Contributions in Lieu of Parking	135	135	135	135	135	135
Heritage Account	1,464	1,462	1,449	1,435	1,421	1,414
Public Infrastructure Fund	5,310	3,800	3,800	3,800	3,800	3,350
Plant and equipment carry-forwards (b)	3,000	3,000	3,000	3,000	3,000	3,000
Bushland Fund	389	439	489	539	589	639
McRobies Gully Tip Site Rehabilitation	2,971	3,334	2,900	2,961	3,017	3,068
Other project carry-forwards (b)	29,695	20,000	20,000	20,000	20,000	20,000
Refundable Deposits	2,317	2,317	2,317	2,317	2,317	2,317
Future Asset Renewal Reserve (c)	(14,624)	(9,230)	(5,438)	(4,422)	(5,431)	(6,446)

- (a) Some of Council's cash reserves are restricted. In some cases, this restriction is imposed by legislation (e.g. The Heritage Account). Others have been earmarked for certain purposes by Council decision and may therefore be used for other purposes at Council's discretion.
- (b) Carry-Forwards take account of annual allocations included in the capital expenditure budget but which may not be expended during the year, and are therefore on hand at the end of the year i.e. capital works in progress or not yet commenced.
- (c) The above table also shows that the Future Asset Renewal Reserve (total cash less reserved amounts) falls into the negative during 2016-17 and remains so over the next 5 years. This situation results from Council's expanded capital works program which will necessitate borrowings. This means that the aggregate of reserved amounts exceeds the available cash balance. Of itself, this is not a concern because the majority of reserved amounts can be utilised for other purposes by Council decision, and not all amounts are required at the same point in time. However, balances and cash flow requirements will need to be closely monitored and further refined to ensure adequate liquidity.

BALANCE SHEET FORECAST

		2016-17 FORECAST (\$'000)	2017-18 BUDGET (\$'000)	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)
ASSETS							
	CURRENT ASSETS						
	Cash and cash equivalents	31,152	25,752	29,147	30,260	29,343	27,972
	Inventories	331	331	331	331	331	331
	Receivables	4,852	4,702	4,842	5,035	5,240	5,441
	Other	22	22	22	22	22	22
		36,357	30,807	34,342	35,648	34,936	33,766
	NON-CURRENT ASSETS						
	Receivables	226	226	226	226	226	226
	Investment in TasWater	163,612	163,612	163,612	163,612	163,612	163,612
	Property, plant and equipment	1,454,503	1,494,222	1,527,936	1,495,310	1,524,142	1,545,272
		1,618,341	1,658,060	1,691,774	1,659,148	1,687,980	1,709,110
	TOTAL ASSETS	1,654,698	1,688,867	1,726,116	1,694,796	1,722,916	1,742,876
LIABILITIES							
	CURRENT LIABILITIES						
	Payables	(4,573)	(4,689)	(4,843)	(5,003)	(5,169)	(5,342)
	Trust, Deposits, Retention	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)
	Employee benefits	(11,564)	(12,174)	(12,818)	(13,498)	(14,215)	(14,973)
	Unearned Revenue	(446)	(446)	(446)	(446)	(446)	(446)
	Loans	(1,482)	(2,503)	(4,043)	(4,945)	(5,876)	(5,970)
		(20,955)	(22,702)	(25,040)	(26,782)	(28,596)	(29,621)
	NON-CURRENT LIABILITIES						
	Employee benefits	(3,262)	(3,434)	(3,615)	(3,807)	(4,009)	(4,223)
	DB Superannuation Scheme	(4,148)	(4,561)	(5,028)	(5,546)	(6,126)	(6,763)
	Loans	(10,189)	(27,686)	(53,643)	(68,698)	(82,822)	(86,853)
	Other Provisions	(5,514)	(4,703)	(4,115)	(4,013)	(3,905)	(3,790)
		(23,113)	(40,384)	(66,401)	(82,064)	(96,862)	(101,629)
	TOTAL LIABILITIES	(44,068)	(63,086)	(91,441)	(108,846)	(125,458)	(131,250)
	NET ASSETS	1,610,630	1,625,781	1,634,675	1,585,950	1,597,458	1,611,626



DELEGATIONS

At its meeting to approve the Annual Estimates, the Council approved the delegation of power to expend monies to all the Council committees and the General Manager. The power to expend monies was linked to the delegation categories shown in this Annual Plan.

The delegation categories are defined as follows:

Delegation 1: power to expend monies delegated to the General Manager. Pursuant to the Council resolution and further pursuant to section 64 of the *Local Government Act 1993*, the General Manager is authorised by the Council to delegate this power to Council employees.

Delegation 2: power to expend monies delegated to the Council committees established pursuant to section 23 of the *Local Government Act 1993*.

Delegation 3: power to expend monies reserved to the Council.

The expenditure of money within all budget functions listed in the Annual Plan are Delegation 1. The only exceptions are:

- Conferences and seminars (non-Aldermanic), which is delegation 1 or 3 at a cost of \$223 900.
- Aldermanic expenses (including conferences and seminars), which is delegation 1 or 3 at a cost of \$71 800.



PUBLIC HEALTH GOALS AND OBJECTIVES

Section 71(2)(d) of the *Local Government Act 1993* requires the City of Hobart's Annual Plan to include a summary of the **major strategies** to be used for the **City's public health goals and objectives**.

The City of Hobart's commitment to maintaining high levels of public health protection is identified under Goal 4 of the Capital City Strategic Plan 2015–2025.

STRATEGIC OBJECTIVE 4.3.5

Protect and improve public and environmental health outcomes

MAJOR ACTIONS FOR 2017–18 ARE TO:

- Undertake a promotional program to raise community awareness of existing smoke-free areas declared under the Public Health Act 1997.
- Support the determination of a consistent statewide approach to the disposal of sharps from non-commercial sources.
- Implement the new Meningococcal W immunisation program for older teenagers in response to an increased number of notifications in Tasmania.
- Implement the revised Guidelines for the Control of Legionella to be issued in 2017 under the Public Health Act 1997, specifically the regulation of warm water systems.
- Implement the revised Recreational Water Quality Guidelines to be issued in 2017 under the Public Health Act 1997, specifically beach and swimming/spa pool monitoring.

These actions, in addition to a broad range of statutory public health, food safety and environmental management initiatives, are undertaken by the Environmental Health unit of the City Planning Division. The purpose of the Environmental Health unit is to enhance and improve the quality and standard of public and environmental health throughout the community.



APPENDIX 1 SUMMARY BY BUDGET FUNCTION

DIVISION: GENERAL MANAGER					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
035 - Economic Development	1,890,167	0	1,890,167	0	0
110 - Lord Mayoral Support	527,335	0	527,335	0	0
120 - Strategic Planning and Performance	455,549	0	455,549	0	0
125 - General Manager's Office	854,407	0	854,407	0	0
Total General Manager	3,727,458	0	3,727,458	0	0

DIVISION: CORPORATE SERVICES					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
050 - Administration - City Planning	634,796	0	634,796	0	0
080 - Admin - Community Development	295,449	0	295,449	0	0
090 - Admin - Financial Services	338,120	0	338,120	0	0
101 - Human Resources	2,413,876	(150,000)	2,263,876	0	0
104 - Legal, Risk and Property Services	1,504,751	(589,000)	915,751	0	0
106 - City Government	508,553	0	508,553	0	0
107 - Aldermanic Allowances & Expenses	622,320	0	622,320	0	0
130 - Admin - Corporate Services	410,962	0	410,962	0	0
135 - Corporate Services Division	378,155	(500)	377,655	124,328	1,290,000
152 - Information Services	3,741,440	0	3,741,440	733,074	0
155 - Customer Services	1,055,302	(535,000)	520,302	0	0
192 - Records Management	1,013,287	0	1,013,287	0	0
195 - Information Management	341,102	0	341,102	0	0
330 - Halls	611,926	(130,000)	481,926	0	0
350 - Administration - Parks and City Amenity	511,924	0	511,924	0	0
360 - Emergency Management	10,306,770	0	10,306,770	0	0
850 - Administration - City Infrastructure	459,315	0	459,315	0	0
Total Corporate Services	25,148,048	(1,404,500)	23,743,548	857,402	1,290,000

DIVISION: PARKS AND CITY AMENITY					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
160 - Parks and City Amenity Divisional	632,317	(93,000)	539,317	119,887	0
175 - After Hours Service	162,330	0	162,330	0	0
201 - City Cleansing	2,824,524	(224,448)	2,600,076	0	0
240 - Solid Waste Strategy & Projects	1,553,179	(214,000)	1,339,179	0	263,000
243 - Solid Waste Operations & Maintenance	4,172,208	(714,101)	3,458,107	0	0
245 - McRobies Gully WMC Operations & Maintenance	1,955,495	(2,901,249)	(945,754)	0	647,702
300 - Parks and Reserves Management	1,237,976	(241,665)	996,311	0	2,961,437
301 - Parks and Reserve Operations	2,380,724	(59,504)	2,321,220	0	20,700
311 - Cafe, Retail & Customer Service	1,694,270	(1,180,723)	513,547	0	0
312 - Pool Operations & Swim School	1,931,913	(2,853,477)	(921,564)	0	1,020,000
313 - Health & Fitness Gymnasium	1,151,302	(1,223,886)	(72,584)	0	0
314 - Administration, Management & Marketing	505,517	(24,000)	481,517	0	0
320 - Visitor Services	1,223,331	(215,248)	1,008,083	0	2,731,450
323 - Bushland and Reserves Management	312,402	(28,843)	283,559	0	0
340 - Recreation and Projects Management	1,212,749	(410,251)	802,498	0	2,670,123
343 - Arboricultural and Nursery Management	221,215	0	221,215	0	40,000
348 - Hobart Regional Nursery	408,744	(54,000)	354,744	0	0
351 - Open Space Planning	370,849	0	370,849	0	0
365 - Parks & Recreation Management	301,772	0	301,772	0	0
372 - Parks Bldg Mtce & Enviro Services Ops	231,250	0	231,250	0	0
373 - Project and Asset Management	578,344	(26,311)	552,033	0	0
374 - Arboricultural Services Operations	1,446,797	(132,224)	1,314,573	0	0
383 - Bushland Asset Maintenance	1,371,689	0	1,371,689	0	0
386 - Fire & Biodiversity	1,558,528	(5,000)	1,553,528	0	0
392 - Sporting Fac. B Mtce & Env Services Ops	235,710	0	235,710	0	0
395 - Turf Operations	2,058,861	(206,500)	1,852,361	0	0
817 - Fleet and Fabrication Management	576,630	(100,000)	476,630	0	0
819 - Major Plant	975,880	(1,164,000)	(188,120)	684,323	0
820 - Heavy Vehicles	1,535,371	(1,693,824)	(158,453)	371,091	0
821 - Light Vehicles	602,214	(875,744)	(273,530)	893,361	0
822 - Minor Plant	204,741	(204,741)	0	257,330	0
824 - Fabrication Services	552,321	(299,534)	252,787	0	0
855 - Clearys Gates Support Services	691,384	0	691,384	0	34,000
Total Parks and City Amenity	36,872,537	(15,146,273)	21,726,264	2,325,992	10,388,412

DIVISION: COMMUNITY DEVELOPMENT					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
053 - Youth Programs	418,055	(39,605)	378,450	0	0
060 - Community Development Policy Management	986,701	(117,663)	869,038	0	0
062 - Equal Access Co-ordination	61,486	0	61,486	0	0
065 - Cultural Development	703,805	0	703,805	80,000	0
070 - Positive Ageing	635,165	(289,388)	345,777	0	0
075 - Community Development Divisional	373,800	0	373,800	84,365	120,000
140 - Tasmanian Travel and Information Centre	1,279,179	(1,196,105)	83,074	0	0
335 - Salamanca Market	1,128,521	(1,268,785)	(140,264)	200,000	0
344 - Events	1,085,342	(21,000)	1,064,342	0	0
345 - Taste of Tasmania	2,587,952	(1,812,800)	775,152	175,000	0
451 - City Marketing	1,619,119	(26,760)	1,592,359	238,000	0
Total Community Development	10,879,125	(4,772,106)	6,107,019	777,365	120,000

DIVISION: CITY PLANNING					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
001 - Development Appraisal	1,836,935	(845,800)	991,135	0	0
005 - Planning Policy	391,423	(7,550)	383,873	0	0
010 - Heritage & Conservation	549,420	(92,600)	456,820	0	0
015 - Environmental Planning	441,375	0	441,375	0	0
025 - Development Compliance	1,241,415	(947,500)	293,915	0	0
040 - City Design	0	0	0	0	7,614,000
165 - City Planning Divisional	896,936	0	896,936	13,321	0
220 - Legal and Animal Management	752,276	(279,000)	473,276	0	0
251 - Public Health Services	950,391	(341,650)	608,741	0	0
Total City Planning	7,060,171	(2,514,100)	4,546,071	13,321	7,614,000

DIVISION: CITY INFRASTRUCTURE					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
020 - Corporate Property	1,382,092	0	1,382,092	0	605,000
170 - City Infrastructure Divisional	887,049	0	887,049	71,045	0
510 - Civil Construction	651,401	(59,962)	591,439	0	0
515 - Civil Maintenance	3,042,567	(82,086)	2,960,481	0	0
516 - Civil Internal Operations	1,364,284	(1,364,284)	0	0	0
517 - Civil Internal Projects	314,653	(102,342)	212,311	0	0
525 - Civil Works Support	397,800	0	397,800	0	0
540 - Road Strategy & Projects	1,908,333	(1,744,028)	164,305	0	1,227,000
550 - Traffic Strategy & Projects	1,063,692	(164,700)	898,992	0	2,635,000
620 - Stormwater Strategy & Projects	1,052,061	(130,000)	922,061	0	1,021,908
830 - Project Delivery Services	1,053,006	0	1,053,006	0	50,000
831 - Design Services	1,373,562	0	1,373,562	0	250,000
840 - Asset Management	1,864,958	0	1,864,958	0	9,018,650
860 - Surveying Services	1,051,221	(18,600)	1,032,621	0	0
Total City Infrastructure	17,406,679	(3,666,002)	13,740,677	71,045	14,807,558

DIVISION: FINANCIAL SERVICES					
	2017–18	2017–18	2017–18	2017–18	2017–18
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
150 - Financial Services Divisional	91,330	(4,717,963)	(4,626,633)	31,082	0
151 - Commercial Services and Rates	793,319	(80,792,000)	(79,998,681)	0	0
153 - Accounting Operations	2,025,189	(680,000)	1,345,189	0	0
154 - Budgets and Financial Reporting	710,947	0	710,947	0	0
401 - Off-Street and Paid On-Street Parking	4,320,250	(9,361,871)	(5,041,621)	130,500	650,000
420 - On-Street Unmetered Parking	142,121	(2,500)	139,621	0	0
421 - Parking Enforcement	5,493,584	(13,515,247)	(8,021,663)	0	0
851 - Central Procurement	1,001,412	0	1,001,412	0	0
899 - Unallocated	(371,599)	(1,800,000)	(2,171,599)	(800,000)	0
Total Financial Services	14,206,553	(110,869,581)	(96,663,028)	(638,418)	650,000

Total of all Functions * / **	115,300,571	(138,372,562)	(23,071,991)	3,406,707	34,869,970
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*Please note that Function Totals do not include:

- Depreciation (other than major plant and light vehicles)
- Asset write-offs
- Adjustments to Defined Benefits Superannuation Scheme

**Please note that Function Totals do include:

- Rehabilitation costs for the landfill site
- Both "internal charges" (in operating expenditure) and "cost recoveries" (in operating revenue)

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